

## PEPPERELL MILL SITE IMPLEMENTATION ACTION PLAN

<u>TASK DESCRIPTION</u>	<u>ACTION STEPS</u>	<u>PRIORITY</u>	<u>PHASE</u>	<u>DEVELOPMENT RESPONSIBILITY</u>	<u>COORDINATED WITH</u>
<b><i>Initial Discussions with Current Owner</i></b>	<p>Review approach to Conditional Purchase &amp; Sale (P&amp;S) Agreement with owner to be paid (net value) after environmental cleanup is completed</p> <p>Agree on parameters of sale price and range of cleanup costs to arrive at potential net sale price</p> <p>Review the fact that the town needs to have a developer secured before signing Conditional P&amp;S</p>	1	1	Town of Pepperell Designated Selectman	Current Site Owner
<b><i>Complete Master Plan for Site</i></b>	<p>Completion of Master Plan will allow the recommendations identified in the Market Analysis to be placed into the context of what is achievable within specific site constraints</p>	1	1	Selected Consultant	Town of Pepperell
<b><i>Secure Developer for Site</i></b>	<p>Develop and issue Request for Proposals from developers that describes the site, its location within the Town, the recommended uses for the site and the preferred approach to development</p> <p>Also, describe Chapter 43D program guaranteeing an expedited permitting process and the mixed use overlay zone</p> <p>Developers must also submit qualifications, descriptions of similar projects and their conceptual plans for the site</p> <p>Review developer proposals and interview the top three candidates</p> <p>Select the best potential developer and agree on the general development approach that would be followed including potential uses, density, general site considerations and potential contribution (range) to environmental remediation</p> <p>Finalize sale price and possible environmental remediation contribution range (to be further refined after more detailed environmental analysis of the site)</p>	1	1	Town of Pepperell	NMCOG

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<i>Environmental Remediation</i>	<p>Complete more detailed environmental assessment study of the site</p> <p>Based on more detailed environmental study and final determined uses for the site, conduct remediation</p> <p>Grants are available through the State of Massachusetts coordinated by MassDevelopment on a rolling application basis with fairly quick decision turnaround. The Mill Site's ETA status will be helpful in this regard. Grants apply to both assessment and remediation. A developer being identified is also preferred and must have been selected through an RFP process. Assessment grants are up to \$100,000 and remediation grants are up to \$500,000. If the Town can make a case for being a "priority project" up to \$2 million may be available. A Licensed Site Professional (LSP) must be used for assessment. The Town must also have the right to do the assessments on the site as well as full rights of access (relative to a conditional purchase &amp; sale agreement).</p> <p><i>Note: Before commencing assessment/cleanup a meeting with Mass Development and the Mass. Office of Business Development is recommended to clarify all related requirements and guidelines and the ability to get grant funding versus low interest loans.</i></p> <p>MassDevelopment's Brownfields Priority Project Program is pragmatically structured such that without the extra "priority project" funding, the project could not proceed. Also, the Town may be required to repay grants (to an extent) if it makes a profit on the sale of the site to a developer.</p> <p>Grants to municipalities are also available from the US EPA for assessment (up to \$200,000) and cleanup (up to \$200,000); cleanup grants require a 20% cost share which can sometimes be waived based on hardship; cleanup grants also require municipalities to either own the site or demonstrate the ability to acquire title. Assessment and cleanup grants both have a two year performance period and typically a fourth quarter submission deadline.</p> <p>A developer contribution to environmental remediation costs is assumed in the financial feasibility analysis</p>	2	1 to 2	Town of Pepperell	Owner and Developer

for the sake of conservatism; however, grants may be available that make this unnecessary.

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<p><b>Permitting</b></p> <p>Permitting to potentially include:</p> <p><i>Army Corps. of Engineers (ACOE)</i>- <b>Sect. 404 Wetlands and Waterways</b>--ACOE and MassDevelopment work closely together in the review and approval of permits under Section 404 of the Federal Clean Water Act. For projects with minor impacts the primary review is performed by MassDEP; ACOE permitting would be triggered for any work extending below the normal high water mark of the Nashua River.</p> <p><i>Environmental Protection Agency (EPA)</i> --<b>Stormwater Pollution Prevention Plan</b>--issued by ACOE A stormwater permit filing is required for all projects disturbing one acre or more of land. This permit is necessary prior to construction and requires a stormwater pollution prevention plan that identifies erosion controls and operations to be implemented prior to and during construction. Endorsement of the plan is required by the owner and/or site contractor to certify the plan will be complied with.</p> <p><i>Mass. Highway Dept.</i> --<b>Curb Cut and Traffic Mgmt</b> Required to assess impact from traffic generation with a proposed development along State Route such as Main St. (Rt. 113). This permit is based on proposed use being established and related trip generation figures.</p> <p><i>Mass. Environmental Policy Act (MEPA) Office</i>-- <b>Certificate of the Sec'y of Environmental and Energy Affairs.</b> Required to address impacts in and adjacent to wetlands, streams and other protected natural resources. This is typically coordinated with federal and state permit review and approval fo related impacts.</p> <p><i>Mass. Dept. of Environmental Protection</i> --<b>Waterways License</b>--required to assess impact associated with possible waterway dredging.</p> <p><i>Licensed Site Professional</i> --<b>Mass. Contingency Plan (MCP) Compliance</b>--The Bureau of Waste Site Cleanup administers oil and/or hazardous material cleanup and review. Mass. Gen. Law, Ch. 23, the State Superfund Law, created the waste site cleanup program,</p>		2	2	Developer	ACOE/MassDev. EPA MA Hwy.Dept. MEPA Office MA DEP LSP Pepperell Cons.Comm. Pepperell Insp. Dept. Papperell Plan. Bd.

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	<p>requiring the hiring of a Licensed Site Professional (LSP)  --by those responsible for cleaning up contamination--  to oversee cleanup and ensure compliance with the MCP.</p> <p><i>Pepperell Conservation Commission--</i> <b>Wetlands and Stormwater Permit</b>--Required to assess impact from construction within wetlands and related areas. Stormwater permit compliance mandated by DEP's Stormwater Handbook is enforced under the jurisdiction of the Conservation Commission for projects requiring a filing under the Wetland Protection Act. The Conservation Commission also reviews potential impacts to the floodplain and requires an equal amount of storage be provided for impact areas.</p> <p><i>Pepperell Inspection Dept.</i> --<b>Building Permit</b>  Required to address new construction or modifications to existing structures</p> <p><i>Pepperell Planning Board</i>-- <b>Site Plan Review/Approval</b>  Required to address site construction or modification.</p>				
<b>Marketing</b> <i>(starts pre-construction)</i>	<p>Developer in concert with the town announces the creation of "Old Mill Village at Pepperell Crossing" a mixed use lifestyle center including mid-range to upscale specialty shops, a restaurant, a brew-pub and other uses in an open-air venue portraying an old fashioned main street configuration with well-landscaped streets, public green spaces and vintage style street lamps and benches along with a mixture of professional users, residential and other features.</p> <p>Developer initiates marketing efforts to attract the following:  <b>RETAIL</b>  Antiques/collectibles shop (possible group shop)  Gift shop,  Bakery/coffee/tea shop  Arts/crafts gallery  Jewelry store  Boutique grocery/specialty store  Country store  Men's clothing  Women's clothing  Women's shoes  <b>MEDICAL/PROFESSIONAL and RELATED HEALTH USES</b></p>	3	2	Developer	

Medical offices  
 Medical related businesses  
 Pharmacy

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<b>Construction</b>	Medical related sales Health club-fitness center-spa-gymnastics-dance studio-related uses <b>HOSPITALITY</b> Bed & breakfast A quality, sit-down restaurant (with a liquor permit) Brew-pub <b>RESIDENTIAL</b> Condominiums Live/Work lofts <b>HERITAGE TOURISM</b> Museum (mill history as well as Pepperell history)	2	2	Developer	
	Upon completion of remediation (or appropriate portions of remediation) and permitting, construction should commence  Architectural / Engineering Design Infrastructure (site work, utilities, demolition) Buildings Retail (19,000 SF) Medical Professional / Related (26,000 SF) Medical Offices Medical Related / Pharmacy Health Club - Fitness - Center Spa Gymnastics-Dance Studio-related uses Hospitality (11,000 SF) Museum (2,500 SF) Residential (61,500 SF) - Most likely Scenario Condos/Apts. (15@800SF;21@1,500SF) Lofts (7@1,500SF) 5 Affordable Loft Residences (1,500SF) Note: Potential rehabilitation and reuse of Buildings 1, 2A and 4 will need to be further evaluated versus building new for some of the above uses.				

**LEGEND**

Priority 1 = Most important  
 Priority 2 = Very Important  
 Priority 3 = Important

Phase 1 = Year 1 and 2  
 Phase 2 = Year 3-5